What is a Professional?
Redefining our identity in the healthcare world

Barry Egener, MD
The Foundation for Medical Excellence
Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence but rather we have those because we have acted rightly. We are what we repeatedly do. Excellence then is not an act but a habit.

Aristotle
Emphasis on Behaviors

Professionalism is anchored in core values, but ultimately is expressed in behaviors.

_external_Forces
- Payers
- Policy makers
- Specialty Societies
- Consumer Orgs

Environment
- Uninsured
- Disparities

"Systems" View of Professionalism

Professionalism in Context

• Allegiance to patient or preceptor?
• How should a doctor look?
• Tell the truth even when it hurts?
• Sex with patients?
Professionalism in Context

- Allegiance to patient or preceptor?
- How should a doctor look?
- Tell the truth even when it hurts?
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Daily Trade-offs

A Physician Charter on Professionalism
ABIM/ACP/EFIM 2004

**Principles**
- Primacy of patient welfare
- Patient autonomy
- Social justice

**Professional Responsibilities**

<table>
<thead>
<tr>
<th>Lifelong learning</th>
<th>Quality improvement</th>
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<tbody>
<tr>
<td>Honesty with patients</td>
<td>Improving access to care</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Just distribution of finite resources</td>
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<tr>
<td>Appropriate patient relations</td>
<td>Managing COI</td>
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<tr>
<td>Scientific knowledge</td>
<td>Professional responsibilities</td>
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Professionalism Domains

- Patient
  Communication
- Colleagues
  Disruptive Behavior
- Organizations
  Social Justice

Professionalism with Patients
Focus on Communication

- Mindfulness
- Respect
- Skills
Professionalism with Patients

Stance and Skills

Rogers’ Therapeutic Stance
1. Unconditional Positive Regard
2. Genuineness
3. Empathy (compassion)

Communication Skills
– Active listening: “So what you’re saying is. . . .”
– Empathy: “You seem upset by I’ve said.”

Collegial “Un”professionalism

- Empathic Colleague
- Aggressive Doctor
- Assertive Nurse
- Complex Patient
- Organizational Culture
“Systems” View of Professionalism

Levers for Change

- Individual physician and patient competencies
- Organizational culture and physician leadership
- Advocacy, system reform


Organizational Professionalism

- Derivation of Competencies
- Leadership
- The Social Justice Competency in Bend
<table>
<thead>
<tr>
<th>Values</th>
<th>Principles</th>
<th>Actions</th>
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<tbody>
<tr>
<td>Beneficence</td>
<td>Service</td>
<td>Promotes population health</td>
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<td>(doing good,</td>
<td>(to the patient and</td>
<td>Reduces harm</td>
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<td>generosity,</td>
<td>community and the profession)</td>
<td>Promotes wellbeing</td>
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<td>kindness)</td>
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<tr>
<td>Dignity</td>
<td>Respect</td>
<td>Incorporates voice of the patient and employee</td>
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<td>(self respect,</td>
<td>(for self, patients and</td>
<td>Provides access to care</td>
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<td>worthy of</td>
<td>employees)</td>
<td>Supports teamwork</td>
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<td>esteem)</td>
<td></td>
<td></td>
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<tr>
<td>Justice</td>
<td>Fairness</td>
<td>Incorporates voice of community</td>
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<td>(fairness,</td>
<td>Ethical stewardship of</td>
<td>Advocates equitable payment policy</td>
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<td>upholds the</td>
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<td>laws,</td>
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<td>impartiality)</td>
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<tr>
<td>Honesty</td>
<td>Transparency</td>
<td>Discloses meaningful performance information</td>
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<td>candor,</td>
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<td>integrity)</td>
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<tr>
<td>Self-discipline</td>
<td>Mindfulness</td>
<td>Collective self reflection</td>
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<td></td>
<td>Self-motivation</td>
<td>Closes the gap between current performance and</td>
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<td></td>
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<td>the ideal state</td>
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**Leadership**

- Walking the Talk
- Social Justice
- Organizational mindfulness
“Our capacity to be authentically present and to value the differences of others is the ultimate source of organizational creativity and resourcefulness.”

Tony Suchman, MD

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**Personal Happiness and Money**

**Figure 4: Declining Marginal Utility**

- **Subjective Well-Being**
- **Household Income**

**SWB Variables**
- Positive Feelings
- Negative Feelings
- Ladder/10
- Job Satisfaction
- Satisf. St. Living
Organizational Mindfulness

- Collective Self-reflection
- Check-ins
- Hire based on interpersonal skills and attitudes, as well as technical competence
- Value diversity
- Appreciative Inquiry

Evolution of Healthcare

- Regulation
- Finance
- Professionalism
- Non-Alignment
  - Protected Medicare Drug Classes
  - PSA Advocacy
- Alignment
  - Proposed Legacy physician compensation model
    - Panel size
    - Quality
Non-Profit

- Dwindling funds
- EMR
- Improved quality
- Medical home

For Profit Organizations

Waste = any expenditure that...

"is not necessary and appropriate"
- medical definition

"does not produce commensurate value"
- economist definition

Wasteful or Not?

Angioplasty for stable angina

Duplication of cancer treatment, MRI’s, heart center

(Not) Waiting 2 months for a total knee replacement

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HB 3650

Global Budget for Oregon

Dual eligible (Medicare/Medicaid) combined budget

Community Care Organizations
Community Quality Initiative

• Inclusive

• Acknowledges institutional competition

• Professionally driven
  – Community input